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PAO RESEARCH PROSPECTUS

TOPIC: Resource Management Implications of Crisis Support - This study would examine the demands made upon production and collection resources in late 1979 and early 1980 when terrorists in Columbia held 25 diplomats, including the U.S. ambassador, hostage for more than a month. The study would also examine the impact of diverting resources from other intelligence priorities--Iran, Afghanistan and the USSR, for example--in order to cover this crisis.

REASON: The recommendations contained in PAO's "Support to Contingency Forces" study, the Senior Review Panel's evaluation of the Community's performance in estimating North Korean troop strength, and that panel's assessment of the Community's identification of Soviet troops in Cuba, all indicate the need for coordinated management of production and collection resources, particularly during periods of crisis, in order to ensure that the requirements of the moment are met without degrading the Community's ability to respond to continuing priorities or other new threats. If resource managers are to play a role in this coordination process, they must understand not only the limits to which production and collection resources can be pushed, but what the different demands and relationships between demands are likely to be and what effect the crisis-generated demands and new relationships are likely to have on other intelligence efforts and resources.

OBJECTIVES: An analysis of the Columbian hostage incident should reveal the shifts in function, organization, communication patterns and information needs experienced by both collection and production elements of the Community when daily work routines are interrupted by the necessity to respond to a crisis. An assessment of these shifts would in turn provide resource managers with a simple model of the types of resource demands that could be generated by future crises. Such a model, if quantified, might even be used in planning the amount of elasticity and flexibility needed in future resource allocation if the Community is to cope with multiple crises or multiple priorities.

APPROACH: Although this study would constitute a significant deviation from pre-

vious post mortem exercises, review of several of these earlier efforts (such as those mentioned above) would equip the study team with valuable background information. The study group should also review the PGS study now in progress on "Collection Denial in the Third World: A Method for Long Range Planning," the PAO studies of [REDACTED]

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[REDACTED] and several of the NCPO's collection tasking studies in order to gain insights into the value of various sources of information and the often symbiotic relationship between those sources. The study team should plan to work closely with the NCPO, CTS and PGS, and might consider inviting one member from each of these components to participate in this effort.

A [REDACTED] might profitably be used for this study because it permits the creation of both descriptive and quantitative models. [REDACTED] is a general umbrella for a variety of modeling approaches to forecasting future changes based on the levels and rates of change of key indicators. Because the technique does not require the precision in original assumptions required by other modeling methods, it has been successfully used to model a variety of complex and rapidly changing economic situations. CIA's Office of Training and Education offers courses in the use [REDACTED] and personnel there could certainly assist team members in choosing the most applicable method.

The addition of [REDACTED] originally implemented by CIA's Office of Research and Development [REDACTED]

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[REDACTED] permits an examination of the inter-relationships between parts of the model to determine how a change in one variable (tasking for increased COMINT coverage of the Columbian hostage crisis, for example) will effect other variables [REDACTED]

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